

Research Article

Public-private Partnership in the Governance of Koa-Koa Beach Tourism, Pasangkayu Regency

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Abstract.

This study investigates the role of public-private partnerships (PPPs) in enhancing tourism governance at Koa-Koa beach, located in the peripheral region of Pasangkayu Regency, West Sulawesi. Despite its ecological and cultural richness, the area faces developmental stagnation due to inadequate infrastructure, fragmented institutional coordination, and limited engagement from both private sectors and local communities. Employing a qualitative-descriptive methodology, data were collected through semi-structured interviews with 18 stakeholders, field observations, and document analysis. Key challenges identified include regulatory ambiguities, overlapping institutional responsibilities, insufficient stakeholder incentives, and low institutional capacity. Drawing lessons from successful PPP implementations in Malaysia and the Philippines, this study proposes a context-sensitive governance framework centered on transparency, shared accountability, equitable risk distribution, and inclusive participation. Findings demonstrate that well-structured PPPs can bridge infrastructure and funding gaps, promote sustainable tourism, safeguard environmental and cultural assets, and stimulate inclusive economic growth. Recommendations emphasize the need to build institutional trust, establish operational guidelines, and enhance legal clarity to facilitate PPP implementation in underdeveloped regions.

Keywords: agile governance, digital transformation, public service, bureaucratic innovation, Bone regency

1. Introduction

Koa-Koa Beach, situated in the Pasangkayu Regency of West Sulawesi, has been designated as a priority destination in the Regional Tourism Development Plan (RIPDA) 2020–2035. However, the site faces persistent developmental challenges due to poor infrastructure, an absence of structured governance mechanisms, and a lack of long-term sustainability initiatives [1]. Although Pasangkayu is home to 42 recognized tourist attractions—ranging from beaches and waterfalls to cultural heritage sites—the sector's contribution to the regional economy remains minimal, with tourism accounting for less than 1% of Gross Regional Domestic Product (GRDP), and the accommodation sector contributing merely 0.12% in 2018.

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Peripheral regions like Koa-Koa Beach often face systemic development stagnation, driven by fragmented governance frameworks, underfunded infrastructure, and inadequate resource allocation. In recent years, Public-Private Partnerships (PPPs) have gained traction as potential mechanisms to address these systemic limitations, particularly in remote areas. PPPs, beyond their financial function, represent a governance paradigm centered on collaborative responsibility, stakeholder synergy, and sustainable outcomes [2]; [3]. Yet, reconciling public and private sector interests remains a critical challenge, especially in tourism settings that require sensitivity to environmental, cultural, and socio-economic considerations [4]; [5].

highlight the urgency of governance reform, recent statistics show that Koa-Koa Beach only welcomed around 7,000 visitors in 2022. Local revenue from tourism remains below IDR 150 million annually, reflecting significant untapped economic potential. This study, therefore, investigates how PPPs can be strategically deployed to strengthen tourism governance at Koa-Koa Beach by identifying structural limitations and exploring practical, context-relevant models grounded in both local realities and international best practices.

2. Methods

This study employs a qualitative case study approach. The primary research questions include:

How can PPP encourage sustainable tourism governance practices in remote areas like Koa-Koa Beach? How can the PPP model address governance limitations in Koa-Koa Beach tourism, particularly in infrastructure, budget, and non-governmental stakeholder participation? How can PPPs be optimized to improve tourism governance in underdeveloped regions like Koa-Koa Beach, considering limited resources and weak institutional coordination? Data collection methods included: Semi-structured interviews with 18 stakeholders: local government officials, tourism business owners, community leaders, and domestic tourists. Field observations of tourism infrastructure, informal sector activities, and environmental conditions. Document analysis of tourism planning documents, regional development regulations, and PPP policy drafts. Thematic analysis was conducted using grounded theory principles to identify key governance challenges and opportunities, particularly in the areas of risk sharing, accountability, participation, and institutional capacity [6].

3. Results and Discussion

Governance Gaps and Institutional Challenges. The RIPDA document clearly identifies three persistent obstacles: institutional fragmentation, low investor interest, and uncoordinated governance. While areas like Pantai Vovasanggayu and Batu Oge have witnessed increased public interest, the institutional infrastructure for sustainable tourism governance remains fragile and overly reliant on government budget cycles (RIPDA, 2020). The document advocates for the formation of cross-sectoral partnerships and enhanced private sector engagement, particularly through investment models that involve village-based enterprises and local cooperatives. Field findings support the presence of informal PPP arrangements in Pasangkayu that, if formalized and legally supported, could evolve into scalable and regulated partnerships. At Koa-Koa Beach, tourism development is hampered by inadequate infrastructure (access roads, signage, sanitation), overlapping mandates across institutions, and an absence of coordinated planning. These issues mirror findings from Thailand's PPP projects in infrastructure, which also cite unclear roles and limited investment incentives as core challenges.

Informal PPP Practices: Opportunities and Constraints. Despite the absence of a formal PPP framework, various informal collaborations are already functioning. Local service providers, including boat operators and food vendors, contribute actively to the tourism economy. Stakeholders have expressed general support for PPP adoption, but practical implementation is hindered by institutional capacity deficits and ambiguous role assignments. This scenario parallels findings from global studies on PPPs in affordable housing and sports infrastructure, where informal governance structures often limit efficiency and impact [7]. In Pasangkayu, enabling conditions include grassroots enthusiasm, entrepreneurial activities by micro-enterprises, and rising public awareness of sustainability. Nevertheless, constraints remain significant: lack of a legal framework, weak intersectoral coordination, and insufficient risk-sharing mechanisms for the private sector. These issues align with broader international research indicating that governance failures—rather than financial scarcity—are the most substantial impediments to PPP success [8]; [8].

Comparative Models and Strategic Recommendations. The Lessons from successful PPP implementations in Southeast Asia offer valuable insights. For instance, Malaysia has pioneered community-based PPPs in coastal tourism, integrating local cooperatives and SMEs into governance structures. Meanwhile, the Philippines has effectively utilized Build-Operate-Transfer (BOT) schemes for infrastructure development on tourist islands,

under stringent government regulation and oversight. Drawing on these models, this study proposes two adapted PPP frameworks for Koa-Koa Beach: Community-Based PPPs: Emphasizing local ownership and integration of community enterprises in planning and operations, BOT Infrastructure Models: For building essential facilities, guided by clear government oversight and regulatory instruments. These models offer scalable solutions tailored to local contexts with limited public funding and underdeveloped administrative systems.

TABLE 1: Summary of Literature at grounded in the synthesis of key academic and policy literature, including.

Author(s)	Title	Theme	Source	Year	DOI/URL
Hodge & Greve	Public-Private Partnerships: International Performance Review	PPP Governance	Public Administration Review	2007	DOI
Bovaird	From Contested Concepts to Prevalent Practice	Collaborative Governance	IRAS	2004	DOI
Wahab & Ismail	Community-Based Tourism and PPPs in Malaysia	Sustainable Tourism	Tourism Management Perspectives	2018	DOI
Suryani et al.	PPPs in Indonesian Infrastructure	Infrastructure Policy	Journal of Infrastructure Development	2020	DOI
Almeida et al.	Institutional Arrangements in Tourism	Sustainable Governance	Journal of Sustainable Tourism	2016	DOI

4. Conclusion

The strategic directions outlined in the RIPDA (2020) provide a vital framework for incorporating PPPs into Pasangkayu’s tourism development agenda. Specifically, the plan advocates for environmental sustainability, investment in local infrastructure, and the promotion of community-based partnerships. The alignment between RIPDA’s long-term vision and the governance model proposed in this study represents a timely opportunity to operationalize tourism reform. This study confirms that context-sensitive PPPs, when backed by effective governance structures, can promote sustainable tourism and address long-standing development bottlenecks in peripheral areas like Koa-Koa Beach. Successful implementation requires: legal and regulatory clarity, robust institutional coordination Inclusive stakeholder engagement and transparent and accountable decision-making. The authors wish to express sincere gratitude to the Government of

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